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2. Group Discussions

Group discussions should not last longer than 10-15 minutes and should be of an informal nature. They should be conducted with one group after another, at least one day prior to the drills, and during free-time periods, before meals, etc. Some discussions may also be conducted after instruction time by regimental instructors or by some efficient drill officers. Recruits who perform best in the exercises should tell the detachment, platoon, or company how they arrived at their accomplishments and should demonstrate their techniques, such as correct posture of arms and legs during turns, correct body movements, the right way to hold the rifle, etc.; alertness and awareness of obligations must be stressed at all times. Discussions with the entire company should be conducted on every important occasion and must be followed by talks with smaller groups and individual recruits.

3. Individual Discussions

Individual discussions will be conducted by the deputy political commissar, the instructors, and the activists, or by the appropriate officers. A thorough personal knowledge of the particular man is the main requirement for these discussions, and those men should be selected who are the least responsive and receptive, most poorly disciplined, and, in general, those who for some reason cannot grasp and assimilate the drills. Another category to be included consists of those who show symptoms of moral deterioration, or an exaggerated self-confidence; such individuals must be brought to recognize their shortcomings either by minimizing their chances of success or by stressing the positive aspects of their work. Individual work with recruits should also aim at releasing any hidden abilities and at strengthening the confidence of the men in their own potentialities. It should sometimes rely on competitive principles, by using various parallelisms, and by encouraging the men to enroll in the contests and include their friends.

4. Competitions

Competitions are one of the best ways to attain good progress in drill work. They may be established between individual recruits, or between various platoons or companies. Rewards and commendations should be awarded to the winners; letters should be written to their organization, native village, or to their parents, telling about their achievements. They should also be commended in front of their units. This method has brought many excellent results. For example, when drilling the change of formation of a shock platoon while in motion, the 2d Company of the "A" Infantry Regiment established as a goal the quickest mastery of that drill in every platoon, with the winners to receive the best tickets for the Sunday motion picture show. The 1st Company failed to establish a competition; consequently, the 2d Company achieved far better results. The promise given to the winning platoon was kept strictly and others became ambitious to obtain the same distinction.

5. Wall newspapers and slogans

Wall newspapers must be colorful and include caricatures, sketches, pictures, cartoons, and diagrams, but only very few articles, which should be as short as possible. Important events must be utilized in such a way as to encourage subordinates to work better and to give them definite assignments on which to work. For example, during a drill with heavy machine guns (mobile), one of the drivers let his mule break loose, the animal started running and threw over the machine gun, the recruit fell down and got a bloody nose, his cap slipped over to one side, his carbine to the other, etc. Similar incidents also happened in the 3d Company. The 1st Company described the mishap in a long

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article, whereas the 3d showed it in a cartoon with only a short caption. Very few men read the article, but everybody saw the cartoon. As a result, the recruits of the 3d Company received a good lesson, and since then such accidents have been very rare in that outfit. The deputy political commissar who knows how to make good use of wall newspapers will find them of great help in daily drill exercises.

Furthermore, it is necessary to have a slogan for every new phase of drill work in detachments, platoons, and companies. Slogans must be set up in such a way as to increase all capacities for better work performance and to stimulate competition. For example, a basic slogan might proclaim: "Let us be perfectly prepared for drills," or something similar; an auxiliary slogan for the recruits and platoon leaders might express something like: "Let us be good enough to beat the 1st Company before the end of the month." The slogans must always contain an incentive and a definite objective.

6. Stories and Anecdotes

A well-chosen story or anecdote inflames enthusiasm and ambition, most of all when the hero is a member of the same regiment or detachment. The recruits will try to imitate him, which may considerably improve their work.

7. Living Conditions

A good uniform increases the self-confidence of a soldier. For example, it has been noted that in the 3d and 4th Companies of the "A" Infantry Regiment, in spite of the fact that both companies had the same strength, the 4th was considerably lagging in its preparatory work; it had also been noted, however, that the 4th Company had old, shabby uniforms, whereas the 3d had new, trim ones. It is therefore quite evident that the deputy political commissar must be careful that the recruits under his supervision be well-clad and well-shod. This will not only enhance self-confidence but will also prevent sickness. Food is another factor of great importance in drill and other exercises. During the winter, bread should not be kept in places where it may freeze nor where it may be infested by mice, etc. Good hygiene is a further factor in keeping the recruits fit and healthy. A check in the 3d Company of the regiment revealed that of ten recruits who were affected with foot diseases, seven never washed their feet or cut their toenails. After measures were taken to correct this negligence, this type of disease was considerably reduced and the result was most favorable for drill work.

Other means of political training during drill exercises are songs, choruses, and games, especially when the drills require extra efforts and morale must be kept high. Athletic games usually produce excellent results in this regard. Criticism and self-criticism are another means for educating the recruits. Good performance must be commended and failures must be censured. Those who have distinguished themselves must be required to tell the others how they accomplished their results.

Generally speaking, every deputy political commissar must always be present during drills and take an active part in correcting and analyzing the work. To be efficient in his assignment he must prepare himself perfectly for the task and must have a clear understanding of every phase of the work.

Concreteness of Moral-Political Training

The moral and political training must be specifically adapted to every individual recruit, every detachment, platoon, and type of drill. For example, one recruit can best be handled merely by saying that he is doing well but should perform a certain drill a little differently and thus still improve his work,

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while another recruit needs to be reprimanded. For example, the deputy political commissar must keep in mind the fact that the 1st Detachment of the 1st Company has a squadron leader who is not exacting enough; that the 2d Detachment is unified and ambitious; that the 3d Detachment is very active but its sense of comradeship is twisted and misunderstood (petty offenses are covered, etc.); or that a certain platoon revolves entirely around Private G. G. and another recognizes only the political authority of Private G. D. and considers D. M. and K. N. the greatest authorities on drill, etc. Every instruction must concentrate on essentials and pursue a well-defined objective.

Work Planning

1. Distribution of Cadres

Good activists must be properly distributed among the companies, platoons, and detachments, according to the strength of cadres and the requirements of the company. Every activist must be assigned to a separate and appropriate task: the man with secondary education, the Mohammedan, the textile worker--each of them must be dispatched where he can do the most good and be of assistance to the political officer.

2. Planning

Every deputy political commissar must establish a preliminary plan for monthly, weekly, and daily instructions. Every assignment must be established for a specific place and time, with the appropriate personnel to carry it out and a term for its fulfillment.

3. Control and Cooperation

The fulfillment of every assignment must be carefully checked, and the necessary cooperation must be extended whenever the need for it arises. Subordinates must not regard these checks as symptoms of distrust, but rather as measures to prevent them from becoming lax or committing errors. The checks must be timely and must give subordinates a good chance to fulfill their assignments on schedule. When checks are carried out at the last minute, they are merely a substantiation, whereas when taken in good time they may prevent failures or furnish the necessary aid to finish the work. Every recruit should be made to realize his good and bad points and shown the proper way to correct the latter. However, cooperation must also leave enough room for individual initiative and resourcefulness.

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